


Civic Tourism

The Poetry & Politics of Place



The Maldives, \$1,200 night eco-lodges, built after the 2004 tsunami. What's missing?

**A Model that Threatens
Economy**
(Top-down, Distant, Low-wage, Leakage)

Community
(Ignored, Exploited, Us-and-Them)

Environment
(Commercialism, Overuse)

↓

"Triple Bottom Line"
(Three Es / Three Ps)

"The embrace of tourism triggers a contest for the soul of a place." ~ Hal Rothman

Extension of... Supplement to... Tool for...

Not Working
Place Disappearing
Investment Dwindling



The Poetry and Politics of Place

POETRY OF PLACE
Product: Nature, Culture, Buildings

POLITICS OF PLACE
Process: How? Who? Why?

"A society to match our scenery."
process ~ Wallace Stegner *product*

Yu
co
sit
are sometimes... as "Dark Tourism."

A book titled 'Dark Tourism' by David Thomas, showing a dark, atmospheric image of a historical site.

Why Should We Care?

Heritage: One of the Growing Segments

- Tourism is the 1st, 2nd or 3rd largest industry in *every* state, with tremendous potential to change the look and feel of a community – especially when the tourism product is nature, culture, and historic streetscapes.
- ...ing your
- ... your culture – in the
- ... changing the “story.”

“Destination communities must not be sanguine about the effects of tourism.” ~ Fred Rosselman

"Sense of Place": Social, Cultural, Political, Economic Forces
Why Now? Part 1

- ~ **Mass Tourism & Culture**
 - Explosion of tourism in general
 - 1950: 25 million international arrivals
 - 2004: 750 million international arrivals
 - Increase in number of heritage sites
 - 1950: 2,400 museums in U.S.
 - 2005: 17,500 museums in U.S.
- ~ **Better Research Tools**
 - Internet: Research and bookings
 - Television travel programs, Books
- ~ **Culturalization of Travel**
 - Multiculturalism and narrative
- ~ **Globalization**
 - Disaster Capitalism




BEST PRACTICE: Tuzigoot National Historic Park is planning for the future with living history, video stations, gift shops, festivals, and children's programs. The site also partners with other missions on joint marketing ventures.

It's the Demographics, Stupid
Why Now? Part 2

- ~ **Boomers**
 - Individualism over masses
 - Experimenters, "The Experience"
- ~ **Gen X / Yuppies**
 - Materialistic lives seek meaning
 - Ego, class: "BOBOs in Paradise"
- ~ **Gen Y / "Creative Class"**
 - Authenticity & uniqueness
 - Tolerance (multicultural, alternative)
- ~ **Education & Income**
 - Studied other cultures, other places
 - Interested in "otherness"
 - More disposal income for travel

"Oh, yes, we've hiked to the sun stone at Machu Picchu several times."



Tourist families at an archaeological dig

Partnership Tactics 101

- Serve on Boards
- Museums: Join the Chamber Tourism: Become a "Friend"
- Attend Conferences
- Provide Information, Artifacts
- Joint Projects: Try a Mixer
- Heritage Trainings for Tourism Staff & Vice Versa
- Assist with Lobbying

A TELL-TALE SIGN: When you arrive in a community, ask the cabbie, hotel clerk, or waiter where the museums are.

"Cultural tourism can survive only if its asset base is managed in a sustainable manner, and sustainability can be achieved only if tourism and cultural heritage management work in partnership."
~ McKercher & du Cross




Museum Association of Arizona hotel brochure

FRAGMENTATION

♦ Tourism Industry <ul style="list-style-type: none"> - Travel Agents, Websites - Tour Operators, Guides - Planes, Trains, Buses (Big Oil) - Hotels, Motels, B&Bs - Marketing, PR Firms - Travel Magazines, Media - RVs, Cruises, Car Rental - Gift Shops, Restaurants - CVB, Chamber, DMO, State - National / International Assns. - Oh, yes: Attractions 	♦ Place Community <ul style="list-style-type: none"> - Museums (local / state / federal) - Land & Parks (local / state / federal) - Archaeological Sites, "Ruins" - Events (festivals, fairs, folk arts) - Churches, Missions, Temples - Monuments, Shrines, Historic Markers - Historic Homes, Famous Buildings - Historic Districts (city / private) - Zoos, Botanical Gardens - Farms, Ranches - Themed Places: Williamsburg, etc.
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LARGE & SMALL, PRIVATE & PUBLIC, NO SINGLE VOICE
Good partnerships but ... episodic, partial, project-oriented.
Funding and support programs: scattered, inflexible, threatened.

Shariot Hall Museum: Cultural Development + Tourism Development =
Community Development



1877 Bashford House: Moved to Museum Grounds in 1974

1. Lends artifacts/photographs
 - restaurants, hotels, stores
 - other cultural institutions
2. Partners on historic signage throughout Prescott
3. Helps position the entire town as a heritage destination
 - generates support for museum
4. Includes exhibits about the natural environment
 - part of Prescott's "story"
 - central to "place-making"
5. Functions as community center

Museums, Land Agencies, Preservation Groups, Heritage Sites, Arts Organizations
BE AT THE TABLE.

Each With Its Own Purposes, Values & Methods

♦ Tourism Industry <ul style="list-style-type: none"> Business / Private Commercial Goal Customer-centered (use) Funded by Exchange Mass Market Fast, Assembly Line Standardization Corporate, Distant Management Success: More, More, More! Facilitates Experience Marketing Vocabulary: "Destination" 	♦ Place Community <ul style="list-style-type: none"> Usually Nonprofit / Public Educational Goal, "Sacred" Product-centered (conserve) Largely Donations, Grants Individualistic Slower, Reflection Differentiation Local Oversight Success: Quality Before Quantity Provides Experience Product Development Vocabulary: "Place"
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Rather than trying to reach "compromise," can we respect each sector's values and operate along parallel - not competing - tracks toward the same end?


Each ... Val ...

BRIDGING DIFFERENCE

"Many NGOs recognize that they cannot ignore the market if they want to find and deliver solutions to complex environmental and social problems. These organizations may believe that the private sector and the market caused many of those very same problems, but a number of them realize that for that very reason these institutions are part of the solution."

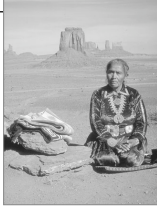
Walking the Talk: The Business Case for Sustainable Development

Rather than compromise, can we respect each sector's values and operate along parallel - not competing - tracks toward the same end?



Civic Tourism: Mission & Strategies

Tourism as a Means to Community Development, Not an End in Itself



Mission: Reframe the Purpose

(Why do we do tourism?)


- Rethink Economics
- Connect to the Public
- Invest in the Story

"Can we imagine a market system that ... creates, increases, nourishes and enhances life on earth? Can we imagine competition between businesses that improves living and cultural systems?" ~ Paul Hawken

Numbers Don't Tell the Whole Story

Tombstone, Arizona 1,200 residents / 500,000 visitors

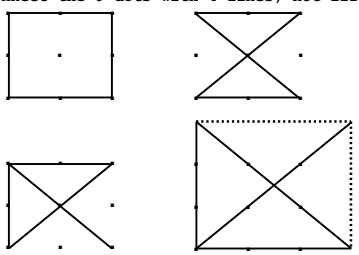
Drive-by Tourism
Average stay: 2 hrs
Average spent: \$10



"Why are we doing this? What do we value?"

Reframe the Purpose

Connect the 9 dots with 4 lines, not lifting the pencil.



"REFRAME"
Out of the Box
New Perspectives
"Things don't change. You change your way of looking, that's all."
~ Carlos Castaneda

Standard Tourism Frames

- ✓ Tourism is economic development.
- ✓ Tourism serves visitors.
- ✓ Tourism ruins towns.
- ✓ Tourism is gift shops & restaurants.
- ✓ Tourism is managed by the chamber.

Example: Heritage Trails

Reframe the Purpose




HandMade in America
www.handmadeinamerica.org

Heritage trails, such as HandMade in America in North Carolina, introduce visitors to the culture, history, and natural environment - using tourism as a means to help enhance the "sense of place."

"I remember the country I come from and how it informs my life." ~ Terry Tempest Williams

Reframe the Purpose

Does "Place" Serve Tourism OR Does Tourism Serve "Place"?



The Number One Industry in the World

Flip the Frame

Use tourism as a "tool" to enhance your economy and preserve your history, protect your natural environment, save your built heritage, and serve & engage your residents.

More Frame Flips

- ✓ Planning for tourists or residents?
- ✓ Commercialize culture or culturalize commerce?

Reframe the Purpose

Does

Does

Out of Place

"The economy is a subsystem of the environment."
— Herman Daly

"The GDP is simply a gross measurement of market activity, of money changing hands. It makes no distinction whatsoever between the desirable and the undesirable, or cost and gain."
— Jonathan Rowe

Th

More

✓

✓

culturalize commerce?

A Different "Social Construction" for Tourism

Part of the Solution, Not the Problem

"Reframing is changing the way the public sees the world." ~ George Lakoff

CIVIC TOURISM

A "CIVIC" PRODUCT

Tourism as an enabler of healthy place-making.

A "CIVIC" PROCESS

Tourism as an activity that might foster civil society.

A different perspective can often serve as a catalyst for changing the way we perceive, value, and act.

"Travel is fatal to prejudice, bigotry, and narrow mindedness." ~ Mark Twain

Reframe the Purpose: Best Practice

Hands of Harvest, Montana

Duncan Furniture Blackfeet Nation Moccasins Wheat Weaving Fiber Arts

Ask: In what way does a proposed tourism activity add to / detract from the following?

Cultural Use tourism to commemorate history, promote understanding and instill pride.

Natural Use tourism to protect and improve the environment.

Built Use tourism to preserve and reuse pieces of the past.

Economic Use tourism to keep money circulating locally.

Society Use tourism to bring citizens together.

"The substance of man cannot be measured by Gross National Product." ~ E.F. Schumacher

Strategy #1: Rethink Economics

Industrial Age Economics

THE GEOGRAPHY OF NOWHERE

THE RISE AND DECLINE OF AMERICAN MID-LEVEL SUBURBANITY
JAMES HANCOCK UNIVERSITY

WAL-MART

"Where once there were places, we now find nonplaces." ~ Ray Oldenburg

Anti-Place: Industrial Age Thinking

A concept of place-based tourism but not a culture.

Misplaced Priorities

- "more" at the expense of "better"
- "use" at the expense of "preservation"
- "superficial" at the expense of "authentic"

Hijacked Terms

- "Eco" that destroys resources (Greenwashing)
- "Heritage" that reinforces stereotypes (Human Zoos, Bluewashing)
- "Preservation" that creates cartoon streets (Boutique Towns: "Façadomy")

Tourism: Often aligned with GDP-driven growth industry, not place. (What department houses your tourism office?)

Growth Can Overwhelm

- visitor experience
- tourism product
- community
- economy

("uneconomic development")

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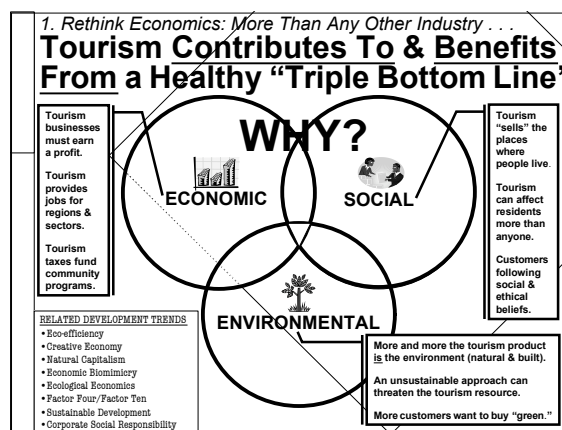
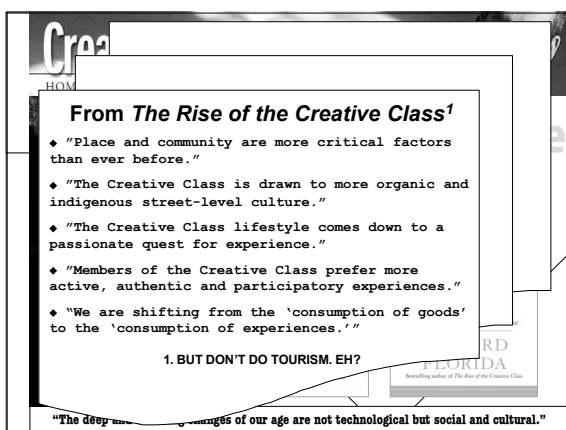
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Who labels, monitors, and accredits the use of "eco" and other terms?

Who is the industry responsible to?



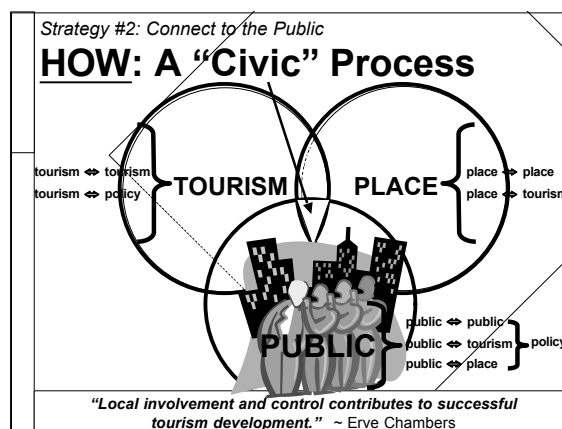
1. Rethink Economics: More Than Any Other Industry . . .
Tourism Contributes To & Benefits From a Healthy "Triple Bottom Line"

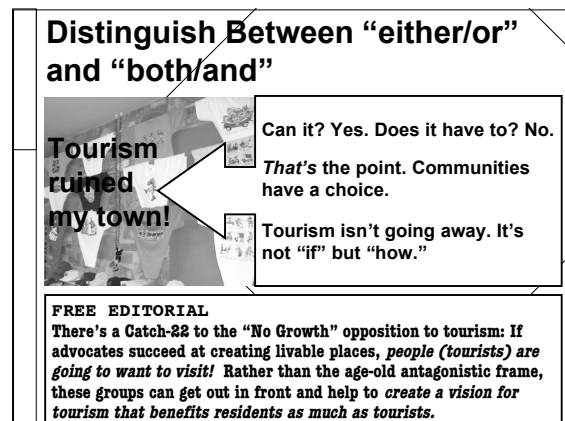
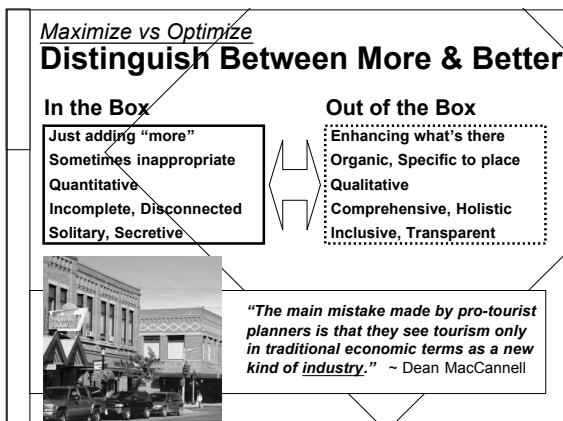
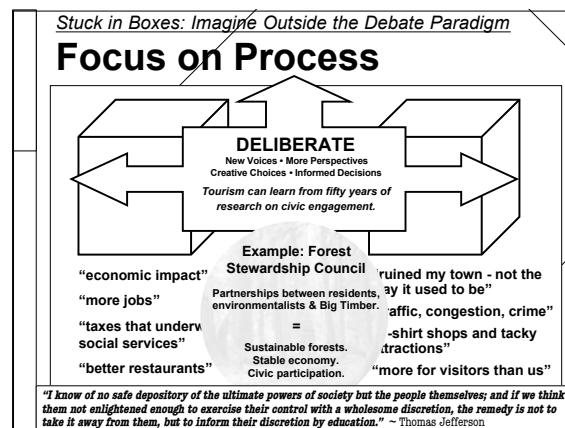
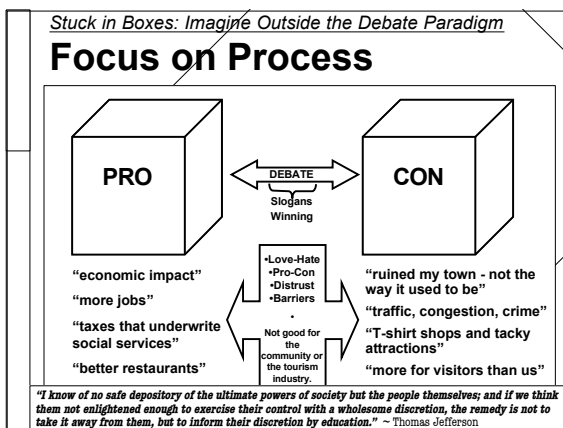
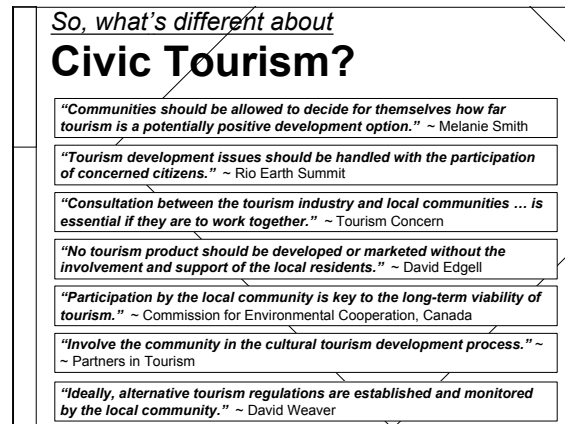
MYTH: Strict environmental policies hurt the economy.
REALITY: Environmental protection is not only good for residents but *helps build* a strong economy.

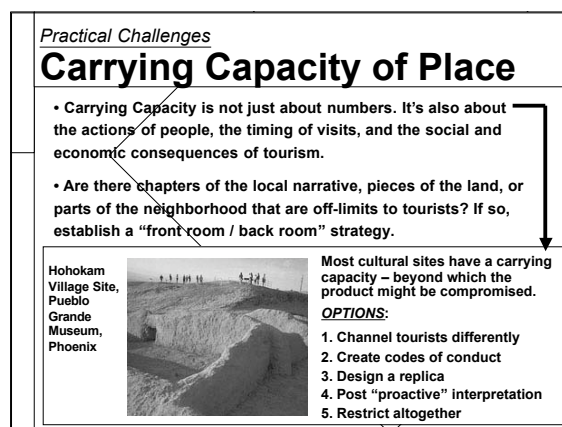
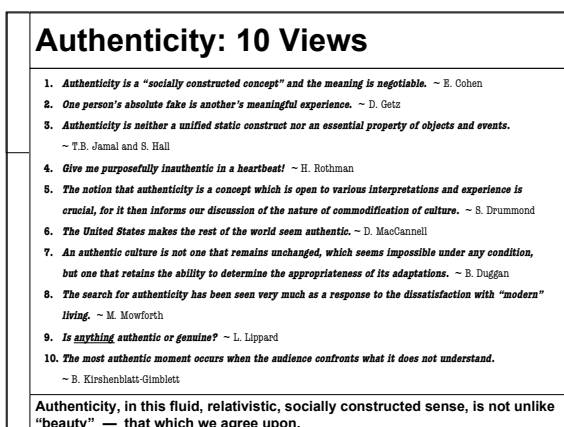
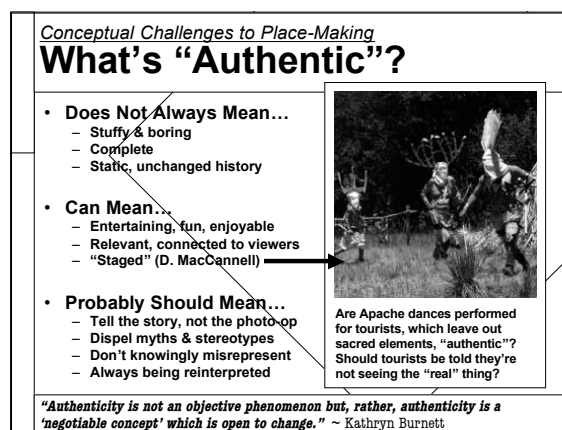
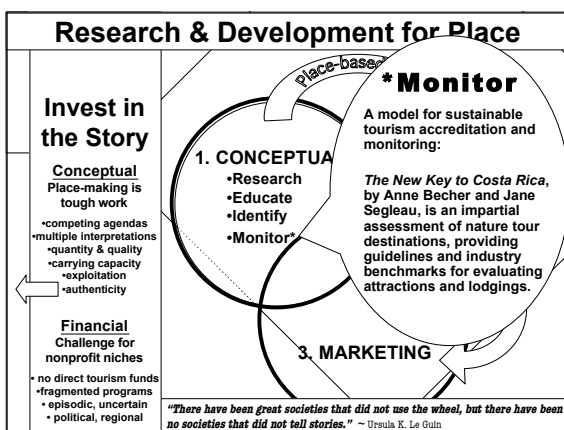
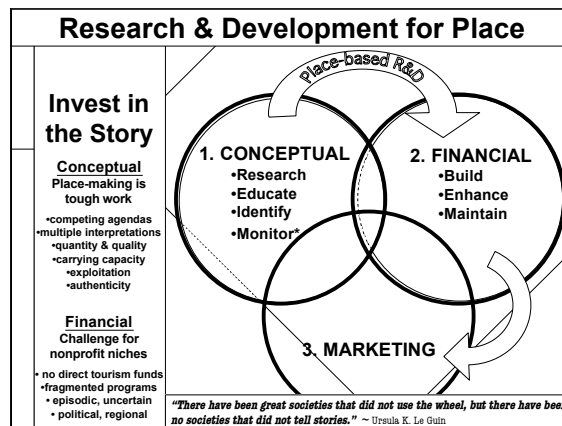
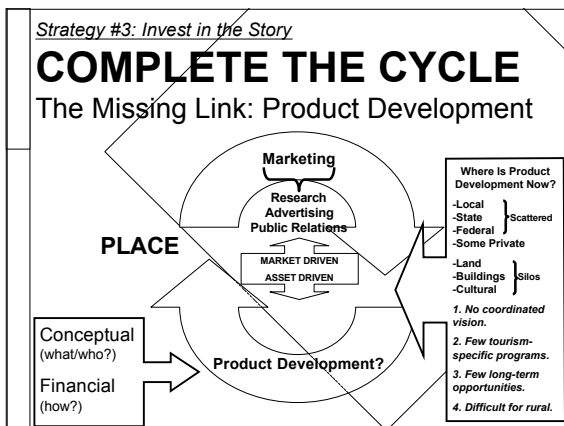
	Gold Rank	Green Rank
TOP STATES		
Vermont	3	1
Hawaii	1	4
New Hampshire	6	2
BOTTOM STATES		
Mississippi	49	43
West Virginia	48	45
Louisiana	50	50

"Society assumes, falsely I think, that the economic parts ... will function without the uneconomic parts."
~ Aldo Leopold

More customers want to buy "green."







Conceptual & Financial: Connecticut Heritage Development Fund

3. Invest in the Story

www.ctheritage.org
Connecticut's Heritage Gateway

- ✓ Grants for heritage tourism product development
 - technical assistance
 - planning
 - implementation
 - monitoring and reports (economic impact studies)
 - staff and operations (not just "project" funding)
 - professional development; capacity building
- ✓ Mandates several levels of partnerships
 - between and among heritage sector
 - heritage sector & chamber, CVB, city departments
 - engage business community and general public

Questions: Who distributes money? Who awards grants?

"In the next society, the biggest challenge for the large company ... may be its social legitimacy: its values, its missions, its vision." ~ Peter Drucker

"Your task is not to plan but to reveal."

Benton MacKaye

Reveal The Stories That Inspire Pride

Unique
Authentic
Sustaining
Diverse

Microbrewed Communities

Are you growing the same "place" people can find anywhere, or sowing and reaping an organic place — a "microbrewed community" instead of another can of Budweiser?

Invest in the Story: Create the Experience of Place

Beyond a Commodity Transaction

"Heritage attractions of the future will be mediators of experience, encouraging postmodern tourists to construct their own sense of history and place, and to create their individual journeys of self-discovery."

~ Szilvia Gyimóthy & Nick Johns

Montezuma Castle National Monument.
What really happened here? We don't know the full story. That's part of the allure, part of the "experience of place":

- What would I have done if . . . ?
- How did they . . . ?
- Will the same thing happen to us?
- Beyond information, it's imagination.

The challenge: Create that sensation (the great "aha!") in your community.

"The best interpretation engages the visitor both intellectually and emotionally, and is personal, relevant, and meaningful." ~ Sam Ham & Betty Weller

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A WHOLE NEW MIND

Moving from the Information Age to the Conceptual Age

"Mere survival today depends on being able to do something that overseas knowledge workers can't do cheaper, that powerful computers can't do faster, and that satisfies one of the nonmaterial, transcendental desires of an abundant age." ~ Daniel Pink

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3. Conceptual Investment: What Is Your Story?

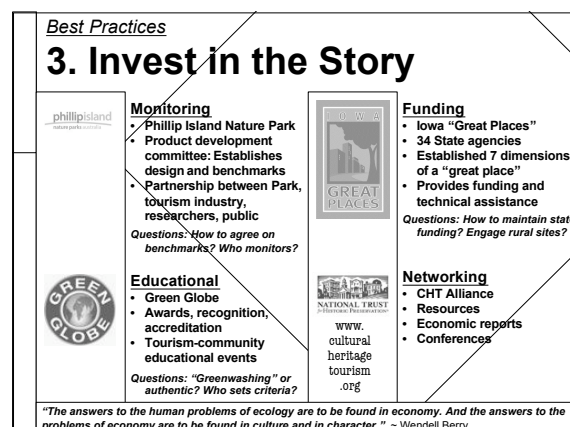
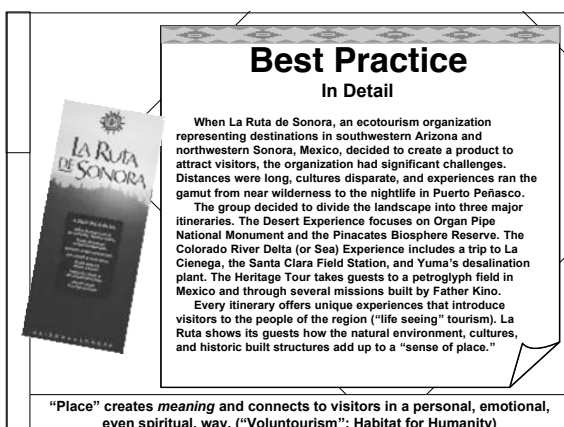
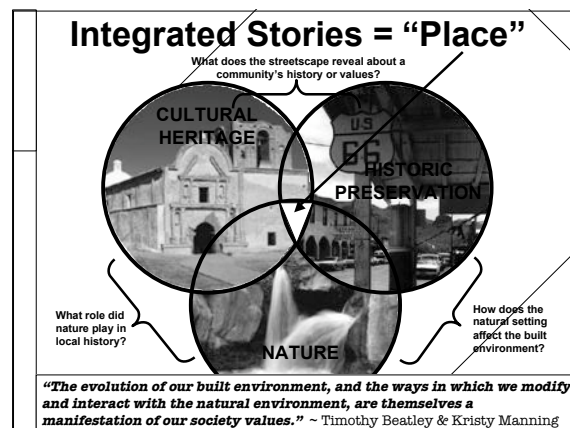
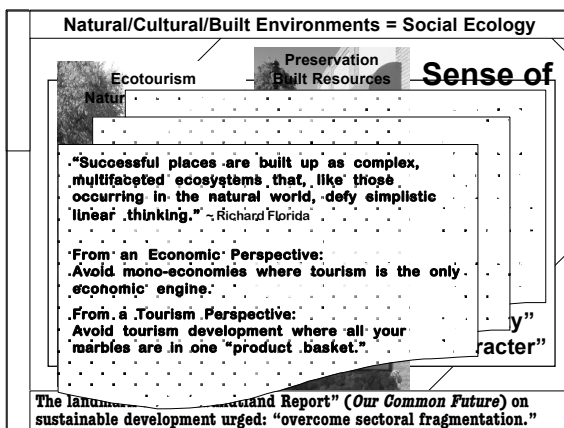
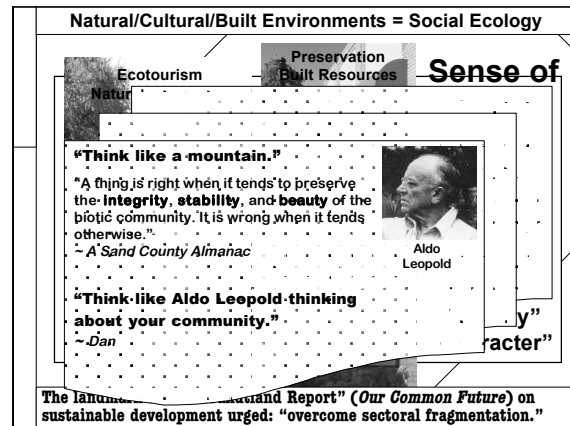
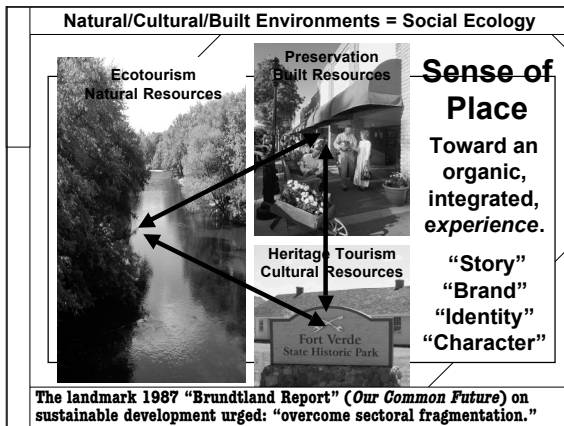
Place: The Story of Cultural, Natural & Built Environments

Place-Based

Heritage Tourism Cultural Environment Story of People Museums, Sites	Ecotourism Natural Environment Story of Land Parks, Outdoors	Preservation Tourism Built Environment Story of Town Buildings, Urbanism
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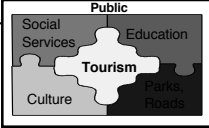
People Land Town

The Creative Economy: "Place is becoming the central organizing unit of our economy and society." ~ Richard Florida



Beyond Industry "Studies": Verifiable, Transparent Results
Vision Must Lead to ACTION
"Be great in act, as you have been in thought." ~ Shakespeare, *King John*

- Partner**
 - Invite all stakeholders.
 - Meet often and regularly.
 - Be transparent, be accountable.
- Deliberate**
 - Not debate; use one another's strengths; agree on ends; study civic research.
 - Consider all viewpoints, all values.
- Act**
 - Committee: Reframe tourism's purpose.
 - Create funding mechanism(s).
 - Design labeling & accrediting systems.
 - Provide "Triple Bottom Line" reports.



"The city of the future will depend on the goodwill of citizens for its well-being."
~ Witold Rybczynski

REALISE [Example]

Realize all projects given in the annual report for environmental purposes, element on the company's performance.

Hopeful Developments: A Young "Industry"
Positioned to Meet the Challenge

Managed appropriately, tourism can be the leading force for transforming our cities and towns.

"It is reasonable to contend that every place on the world's surface can now be considered a tourist destination."
~ David Weaver

- Explosion of Mass Tourism**
 - 1950: 25 million international arrivals
 - 2004: 750 million arrivals (1 billion by 2010)
- Chamber, CVB, Tourism Depts**
- Tools: Internet, TV, Books**
- Demographics & Worldviews**
 - Boomers Seeking "Experience," "Otherness"
 - Education, Income, Free Time
 - Globalization, Culturalization of Commerce
- Research, University Courses**
 - No longer a boutique industry, Partnerships
 - Sociological, Environmental, Cultural Studies
- New Development Theories**
 - The Creative Economy, Natural Capitalism
 - Asset Maps, CSR, Sustainability, Eco-efficiency
 - New Urbanism, Regionalism, Holistic Planning

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"A generation of people in search of deeper meaning in their lives is now taking over the corporate suites." ~ Andrew Savitz

Sample Reframing
Apply the Mission & Principles

Towns that are historic, diverse, authentic, dense, and pedestrian-friendly have an advantage when it comes to attracting high-value heritage visitors.
Ex: Savannah, Charleston.

"Heritage is a way of producing 'hereness'."
~ Barbara Kirshenblatt-Gimblett

MISSION: Tourism Is a Tool to Support Preservation

IMMEDIATELY (Rethink)

- Create "Place" Committee (standards, benchmarks)
- Frame tourism as *community* development
- Leverage the "Triple Bottom Line"

NEXT STEPS (Engage)

- Forums, surveys, heritage trainings
- Reports, media, officials ("leaders")
- Own the Creative Class discussion
- What is your story? (identity, brand)
- Beyond single attractions (diversity, context)

FUTURE (Invest)


- Build capacity, conceptualize, monitor (accredit, label, awards program)
- Dedicated funding (determine: advocacy, funding stream, decision makers)
- Purchase, planning, preservation, renovation, interpretation, education

Civic Tourism: The Poetry & Politics of Place
Project Overview

- ✓ **Four Prescott Summits**
March-June 2005
- ✓ **Eleven Town Halls**
October 2005-January 2006
Wickenburg, Flagstaff, Bisbee, Cave Creek, Winslow, Sedona, Camp Verde, Lake Havasu City, Yuma, Fountain Hills, Phoenix
- ✓ **National Conference I**
March 16-18, 2006 • Prescott
35 presenters, 330 delegates from 35 states, Canada, and Mexico
- ✓ **Book**
January 2008
Civic Tourism: The Poetry & Politics of Place
- ✓ **Conference II: Defining and Animating Place**
Oct. 15-18, 2008
Blackstone River Valley, RI
- ✓ **Conference III**
August 11-14, 2010
Fort Collins, CO

"We can speak of a real community as a 'community of memory,' one that does not forget its past." ~ Robert Bellah

"The work of belonging to a place is never finished." ~ Scott Russell Sanders



www.civictourism.org